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## MEMORANDUM FOR THE RECORD

SUBJECT: Problems Confronting the Information Processing Board

1. At the meeting of the Information Processing Board on Monday, 16 February 1970, [REDACTED] described a session he had with the Deputy Director of Central Intelligence and the Executive Director-Comptroller to acquaint them with activities of the Board since he became its Chairman. He said that he told them the Board had identified several problems to be pursued but that there was nothing so significant that it required their attention. He reported that Information Processing activities in the Agency now absorb about 5% of the total budget and that this is probably about right in comparison with other organizations, both public and private. He described generally the problems which confront the Board:

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(a) Remote terminals connected to computers have been growing in a kind of blank check atmosphere. It is expected that there will be about 355 by the end of Fiscal Year 1971 and 575 by the end of Fiscal Year 1976.

(b) The upgrading schemes of each component need a careful review. [REDACTED] said that he cited CRS as an example. At this point [REDACTED] interrupted to say that information given to the Information Processing Board during the briefing by CRS had been overtaken and that subsequent review of their plans had resulted in a decision to continue with the equipment they now have in place rather than exchange it for a larger model of the IBM 360 system.

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(c) [REDACTED] said that he had identified Security in the Information Processing world as a problem because we do not have in the Agency or anywhere in the intelligence community the expertise necessary to make the kind of judgments that need to be made. In the absence of technical competence the attitude of Security Specialists tends toward the absolute, an unwillingness to accept any Security threat or risk.

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(d) [REDACTED] said that he expressed concern over the extent and depth of the negative attitude prevailing in the Agency toward community problems with information handling. Attitudes which exist in the Agency towards COINS seem to be influencing our attitudes toward participation in any community information handling activities. He said that he felt the Agency should be much more active in taking initiatives and fostering community activity rather than having to be dragged along reluctantly.

(e) Information Processing technicians in the Agency seem to be working together fairly effectively and consulting with each other constantly but the Office of Computer Services should be consulted more formally than they have been. He expressed the opinion that consultation with the Office of Computer Services should be more structured and that we should continue to build other points of contact. He expects this will occur as the Technical Facilities Committee establishes itself as a going concern.

(f) We need to find ways in the Agency to foster creativity and he hopes the Information Processing Board may be used for some productive brainstorming. We want to get out of the pattern of having solutions looking for problems. We need to be aggressively seeking new ways to meet our needs in the general fields of data communications, security of information handling, the development and retention of technical expertise generally, and other areas of similar nature which require attention.

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(g) [REDACTED] said that he identified a need for a good solid ADP plan for the Agency and told the Executive Director and the DDCI that he hoped to have one by the end of this Fiscal Year. We need to identify goals, objectives, trends, and all of the other planning platitudes.

(h) One of the biggest problems we have to face is how to manage and control ADP activities without stifling imagination and initiative. A primary question is who should decide what should be automated.

(i) Problems of relating ADP to stations overseas, developing and implementing the right kind of recruitment and training programs, and storage problems are also significant items requiring early attention of the Board

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2. [REDACTED] said that Colonel White made it quite clear that management of ADP resources must be centralized and he wants to review all new proposals and all proposals for upgrading systems even though they may have been budgeted and approved in the budgetary process. He acknowledges the need for some definitions but [REDACTED] feels that there will probably be more rather than fewer items which will require approval of the Executive Director. Colonel White also agreed with the observations offered on the community role of the Agency. Colonel White said that he felt somewhat reassured but commented that he had been occupying his present position during the period of most rapid growth in the ADP field in the Agency, 1966 to 1970, and hadn't known it was happening.

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3. General Cushman said he liked what he heard in terms of centralized management and underscored Colonel White's observation that it is absolutely essential to centralize all decisions which have an impact on resources. He expressed some concern with the committee aspects of the Information Processing Board and said that its success will depend entirely on the ability of its members to function in an Agency capacity. General Cushman also expressed agreement with the observations made about the community aspects of our problems saying that we must be careful to protect the Director in his community role. [REDACTED] said that General Cushman was apparently quite taken with the career service concepts he had heard in some of the briefings during his tour of the computer facilities. He was particularly interested in the observation someone had made that people in the ADP field consider themselves to be careerists in Computer Technology first and Agency careerists second. General Cushman believes that every ADP specialist in the Agency should be able to aspire to the position of the Director of Computer Services.

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4. [REDACTED] said that he plans to produce a problem paper for the Board to study with a view toward setting priorities and figuring out how we deal with them.

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[REDACTED]  
Chief, Support Services Staff

DDS/SSS/RHW:mjk (24 Feb 70)

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